Government of
Saskatchewan

Annual Report
2004-2005

Saskatchewan Public Service Commission

Corporate Human Resource Plan

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Web address for the Saskatchewan Public Service Commission 2004-05 Annual Report is http://www.gov.sk.ca/psc/publications/report04-05.pdf

Letters of Transmittal

105-06536/

The Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of Saskatchewan

Your Honour:

In accordance with Section 37 of The Public Service Act, 1998, I have the honour to submit the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2005.

Respectfully submitted,

Pat Atkinson

Pat Atkinson
Minister Responsible for the Saskatchewan Public Service Commission

The Honourable Pat Atkinson
Minister Responsible for the Saskatchewan Public Service Commission

Dear Minister:

I am pleased to submit for tabling the 2004-05 Annual Report for the Saskatchewan Public Service Commission.

This annual report highlights goals, objectives and actions taken to implement the Corporate Human Resource Plan — our long-term, four-year plan for the Saskatchewan public service.

These actions, taken by the Saskatchewan Public Service Commission (PSC) and departments, are directed to ensure the public service has the right people in the right jobs at the right time.

By following the actions in the Plan, Saskatchewan will continue to have a strong public service, able to provide excellence in policies, programs and services for the people of this Province, in our Centennial year and into the future.

Sincerely,

Isman

Clare Isman
Chair, Public Service Commission

Introduction

This annual report provides progress for actions undertaken in 2004-05, as previously published in the Commission's 2004-05 Performance Plan. This plan is available online at www.gov.sk.ca/psc/aboutpsc/performance.pdf. The Performance Plan is part of the multi-year Corporate Human Resource Plan (CHRP). The CHRP is the human resource strategy for the Saskatchewan public service.

The Public Service Commission (the Commission) and Government departments have partnered to carry out the goals and objectives of the CHRP. Actions and activities of both partners are discussed in this report.

This report uses a number of performance measures. The majority are obtained from the 2003 Government-wide Employee Survey. The survey gained input from employees about strengths and areas for improvement in our workplace and measured progress on human resource initiatives. The survey is biennial and will be conducted again in Fall, 2005.

This report contains additional information about the Commission, including financial statements, organizational charts, and information about the public service commissioners. The report also uses a number of specific human resource terms. For definitions of these terms refer to Appendix F: Glossary of Terms.

Who We Are

The Commission is the independent agency responsible for providing leadership and policy direction for human resource services in the public service, and for representing the public interest in the administration of The Public Service Act, 1998.

The Commission takes direction from and is responsible to the Government of Saskatchewan through the Minister Responsible for the Commission, as well as to an independent panel of public service commissioners.

The main office of the Commission is located in Regina, and a second office is located in Saskatoon.

The Commission either directly delivers or collaborates with departments in the delivery of human resource services. Human resource services include recruitment and selection, learning and development, classification, labour relations, workplace diversity, human resource information systems, employee and family assistance, human resource policy development, human resource planning, and organizational development.

Objectives, goals and actions relating to human resource services are reported in the Saskatchewan public service's Corporate Human Resource Plan (CHRP). The CHRP is corporate-wide, meaning that all departments within the public service participate in achieving its goals.

Within the CHRP, the Commission is accountable for:

- Leading the development of the CHRP;
- Co-ordinating government-wide human resource actions;
- Ensuring alignment of activities with department-wide priorities; and
- Establishing measures and evaluating and reporting on actions under the CHRP.

Departments are accountable for:

- Partnering with the Commission to develop the CHRP;
- Completing key actions outlined in the CHRP;
- Providing progress reports to the Commission on actions under the CHRP; and
- Supporting department-wide human resource priorities.

The vision for the Saskatchewan public service is to be recognized as a leader in public sector management and policy, and dedicated to providing excellent programs and services valued by the people of Saskatchewan.

The Saskatchewan public service

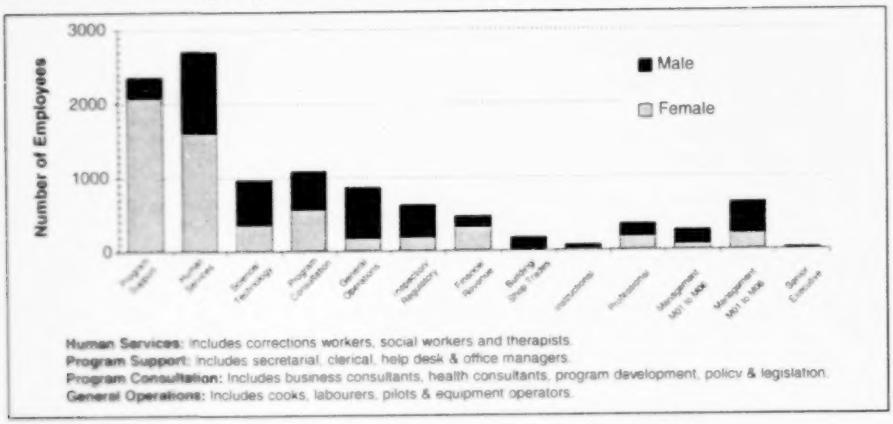
Employees in the Saskatchewan public service provide quality service to the people of the Province. From pasture operators to corrections workers, policy analysts to lab clerks, mining engineers to accountants, our employees play a critical role in ensuring the Government achieves its strategic goals and objectives.

Among their many roles, public service employees:

- operate heavy equipment to maintain roads in the summer and ensure highways are clear of ice and snow in the winter;
- fight forest fires and educate the public about preventing wild land fires;
- conduct intensive home studies for prospective adoptive parents, facilitate adoption placements and provide post-placement support and adoption finalization;
- assess an individual's financial needs and determine eligibility for income assistance;
- develop Government policy and programs in a wide variety of areas such as environmental protection, health, intergovernmental relations, agriculture, and public safety;
- administer computer networks, process and monitor financial transactions, and develop communication tools; and,
- work with government and third party partners to ensure effective consultation, analysis and service delivery.

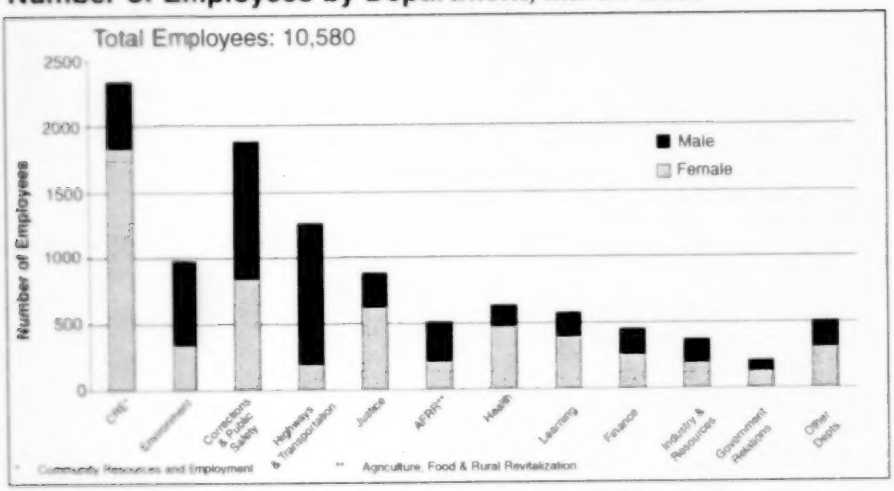
As of March 31, 2005, there are more than 10,000 people working in permanent full-time, permanent part-time, term and labour service positions in the public service. In summer months, seasonal employees bring this number up to more than 12,000 people.

Number of Employees by Work Type, March 2005



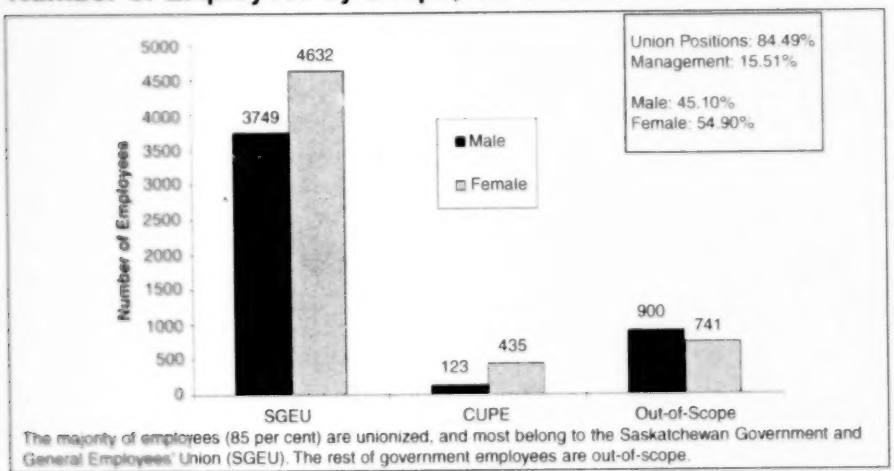
Human Services: includes corrections workers, social workers and therapists.
Program Support: includes secretarial, clerical, help desk & office managers.
Program Consultation: Includes business consultants, health consultants, program development, policy & legislation.
General Operations: Includes cooks, labourers, pilots & equipment operators.

Number of Employees by Department, March 2005



* Community Resources and Employment ** Agriculture, Food & Rural Revitalization

Number of Employees by Scope, March 2005



The majority of employees (85 per cent) are unionized, and most belong to the Saskatchewan Government and General Employees' Union (SGEU). The rest of government employees are out-of-scope.

For further statistical information on employees in the Saskatchewan public service, please visit http://www.gov.sk.ca/psc/stats.

2004-05 Fiscal Year Results

The Commission and departments are committed to ensure the public service is made up of capable and talented individuals working in a healthy, supportive and challenging work environment.

The Commission and departments made significant progress in meeting this commitment in 2004-05. The following list provides a sample of work completed, and lists the Commission and/or specific department(s) responsible for the work.

Summary of Performance Results

Goal One: The Saskatchewan public service has talented, innovative and dedicated employees

Conducted a recruitment and retention marketing study for the Aboriginal and youth labour market segments. The study assessed employer attributes that would have an impact on recruitment and retention decisions for current and future employees. These attributes included work fit, a supportive work environment, quality managers, job security, work/life balance, promotion and advancement opportunities, compensation, and opportunities for training and development (Commission).

Established stronger relationships with universities, colleges, and associations to help ensure there is an adequate supply of qualified candidates for hard-to-recruit positions by:

- Gaining an agreement with the University of Regina's Faculty of Social Work to create a Bachelor of Social Work practicum with an honorarium to assist with living expenses for hard-to-recruit locations (Department of Community Resources and Employment).
- Establishing a training initiative for mechanics and welders with the Saskatchewan Government and General Employees' Union (SGEU) and a number of Aboriginal organizations (Department of Highways and Transportation).

Established a framework for an executive succession program that is aimed at readying managers for executive positions within the public service (Commission).

Goal Two: The Saskatchewan public service has a healthy, productive and collaborative work environment
Negotiated collective bargaining agreements with the SGEU and the Canadian Union of Public Employees (CUPE) within the mandate of the Government of Saskatchewan (Commission and departments).
Facilitated the transition of the Saskatchewan Property Management Corporation from a Treasury Board Crown to a department within the Saskatchewan public service (Commission and Saskatchewan Property Management).
Developed and implemented an online Learning Centre (www.gov.sk.ca/psc/learning) to leverage internal training capacity and increase learning and development opportunities for employees (Commission).
Implemented the government-wide flu immunization policy and program. Over 1,500 employees received vaccinations through the program (Commission and departments).
Established a project team to take the lead in designing, developing an implementation plan for a new Human Resource Shared Services delivery model (Commission and departments).
Implemented a number of initiatives to address needs and issues identified in the 2003 Employee Survey including increasing communication to employees from senior management; developing and implementing training for employees and managers; and establishing action committees at the branch level to work through the concerns and issues identified by the survey (Commission and departments).

Goal Three: The Saskatchewan public service has a diverse workforce
Established a Workplace Rehabilitation Forum for human resource professionals and managers. The Forum will meet four to six times per year to discuss rehabilitation issues in the workplace and enhance learning and communication across departments and the Commission (Commission).
Continued implementation of the Aboriginal Speakers Bureau by conducting 14 presentations to approximately 250 students in Grades 7 to 9 in Regina, Saskatoon and Prince Albert. Presentations focused on the importance of staying in school, as well as considering careers available in the Saskatchewan public service (Commission and Aboriginal Government Employees' Network).
Added a letter of understanding to the new PS/GE Collective Bargaining Agreement that enables students to gain seniority while they are employed within departments so they may obtain seniority to compete for in-service positions (Commission and departments).
Completed a review of the Aboriginal Management and Professional Internship Program and recommended a number of strategies to enhance the Aboriginal candidate pool for permanent full-time positions within the public service. Further to this, the majority of departments (14/17) have submitted job proposals or have interns employed within their department (Commission and departments).
Developed promotional materials about careers in the public service for an informational binder coordinated by the Aboriginal Employment Development Program, Department of First Nations and Métis Relations (formerly Government Relations and Aboriginal Affairs) that highlights and promotes careers in the public service (Commission).

Summary of Financial Results

The following summary of financial results is for the Commission only, and does not include other departments' human resource management-related expenditures.

During 2004-05, the Commission spent $8,263,000 to provide human resource leadership, programs and services to the Government of Saskatchewan; $88,000 less than expected.

The Commission deposited $258,000 to the General Revenue Fund during 2004-05; $218,000 more than planned.

2004-05 Performance Results

This section provides more detailed information on the progress the Commission and departments made toward the long-term objectives listed in the 2004-05 performance plan.

The goals, objectives, key actions and performance measures originally presented in our 2004-05 plan are listed below, along with a report on actual progress for each.

In 2004-05 there were 17 departments who partnered with the Commission to provide human resource services to the public service: Agriculture, Food and Rural Revitalization; Community Resources and Employment; Corrections and Public Safety; Culture, Youth and Recreation; Environment; Finance; First Nations and Métis Relations; Government Relations; Health; Highways and Transportation; Industry and Resources; Information Technology Office; Justice; Labour; Learning and Northern Affairs.

Goal 1 - The Saskatchewan public service has talented, innovative and dedicated employees

Objective 1 - The public service attracts and retains high quality employees

The Saskatchewan public service faces a significant challenge given the demographic profile of the public service, decreasing availability of a qualified labour pool and the perception that a career in the public service is not a positive choice.

This objective addresses the imperative that the public service attracts high-quality employees. In order to achieve this objective, the public service must ensure that the workplace is attractive for those who are already serving the public, as well as for those who will enter the public service in the future.

The Commission and departments continue to make progress in developing initiatives to attract high quality employees, improving promotional materials and attending career fairs to promote the public service as an employer of choice. Departments continue to meet the expectations of the Commission by establishing relationships with universities, colleges and associations to promote the public service.

Key Actions - Results

Public Service Commission

Implement and review employment policies and practices to support the attraction and retention of high quality employees

- Enhance partnerships with schools, universities, SIAST and other educational institutions
  - ~ Hired student liaisons at both the University of Regina (U of R) and the University of Saskatchewan (U of S) to promote jobs and careers in the public service. These liaisons visit student associations and student employment centres to promote the Saskatchewan public service as a good place to apply for summer jobs as well as employment after graduation.

- Develop targeted recruitment strategies for hard-to-recruit positions common to all Government departments
  - ~ Presented information to Bachelor of Social Work and Bachelor of Indian Social Work students at the U of R and the First Nations University of Canada that focused on career opportunities in northern Saskatchewan.

- Improve promotion of careers in the public service
  - ~ Placed promotional advertisements in a number of special media features (such as the Leader Post's International Day for Elimination of Racism special section and its Career Week special section) and a variety of magazines and newspapers across Saskatchewan.
  - ~ Partnered with departments to attend career fairs and business dinners to promote careers in the public service. Opportunities to promote careers included fairs at SIAST, U of R, U of S, and the Aboriginal Science and Technology Society.

Implement a graduate level internship program in partnership with the University of Regina Faculty of Administration

- In partnership with the U of R, created a Master of Public Administration Internship Program. The goal of the internship program is to provide interns with an opportunity to gain practical experience in the public service. The internship program will increase the number of experienced individuals available to compete for future vacancies in the Saskatchewan public service. The program was launched in January 2005, and the first four interns will commence in September 2005.

Create and implement a marketing strategy to attract and retain specific segments of the labour market

- Conducted a second phase of the recruitment and retention marketing study for the Aboriginal and youth labour market segments. The study assessed employer attributes that would have an impact on recruitment and retention decisions for current and future employees. These attributes included work fit, a supportive work environment, quality managers, job security, work/life balance, promotion and advancement opportunities, compensation, and opportunities for training and development. As a result of the study, a number of key actions that support the attributes have been incorporated into the 2005-06 CHRP.

Implement the full capacity of the online Career Centre (www.careers.gov.sk.ca)

- Developed a policy to require use of the online Career Centre-Candidate Profiler by human resource professionals and hiring managers when searching for candidates to fill term (less than six months) and permanent part-time positions. This ensures job seekers only have to look for and apply to public service jobs in one location (the Career Centre). The implementation date for mandatory use is July 1, 2005.

Departments

Develop recruitment and retention plans for department-specific hard-to-recruit occupations

- Establish relationships with educational institutions, specifically related to hard-to-recruit, department-specific occupations
  - The majority of departments (11/17) have established ongoing relationships with universities, colleges, and associations to help ensure they have an adequate supply of qualified candidates for hard-to-recruit positions.
  - Departments have identified the following positions as hard-to-recruit: mechanics, rail analysts, land negotiators, policy analysts, communications consultants, nurses, elevator inspectors, boiler inspectors, pharmacists, epidemiologists, microbiology lab technicians, engineers, geologists, internal auditors, tax auditors, financial policy and management analysts, occupational health officers, radiation health officers, and toxicologists. Social work positions in the north and rural communities have also been identified as hard-to-recruit.

Departments are meeting the expectations of the Commission for this key action, as not all departments have hard-to-recruit positions or are required to have ongoing relationships with various organizations.

Use the online Career Centre (including inventory) for recruitment and selection

- All departments are using the online Career Centre for permanent full-time staffing. Departments are beginning to use the online Career Centre-Candidate Profiler to access candidates for permanent part-time and term staffing.

Departments are meeting the expectation of the Commission.

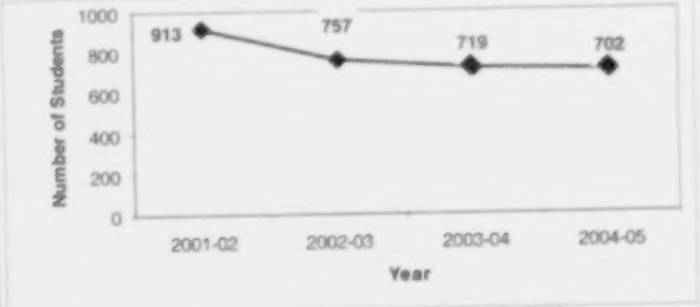
Measurement Results

Number of student work experience placements

This measures the number of students employed in the public service. The public service is seeking to increase the awareness of careers in the public service by providing employment opportunities for students through the Centennial Student Employment Program, the Summer Jobs program and the co-op work-term program.

Trends

Departments' student hiring has decreased each year because of limited resources available to hire students.



Source: PSC Human Resource Information System, March 2005

Risks

In the future, the public service may face further decreases in resources allocated to student hiring. Hiring fewer students could present the image to graduates that the public service is not an employer of choice.

The decrease in the number of student work experience placements could reduce capacity to attracting youth.

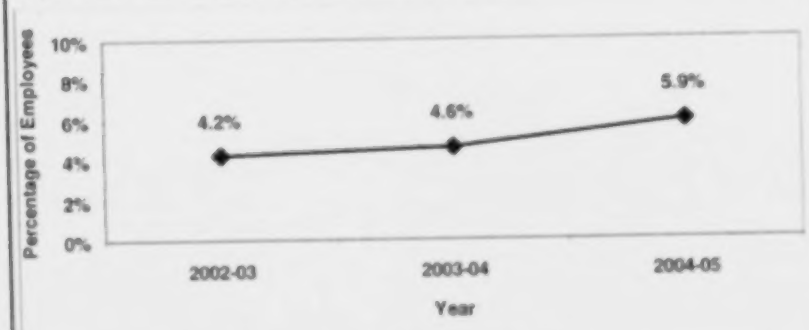
Measurement Results

Employee separation rate

This measure shows the percentage of permanent full-time employees who leave the public service for any reason, voluntary or involuntary. Managers and management practices have a high degree of influence on this measure but other factors (such as employees' desire for different employment experiences or opportunities, as well as family and personal reasons) also play a role.

Trends

The public service continues to maintain an overall low separation rate, which is an acceptable trend.



Source: PSC Human Resource Information System, March 2005

Risks

There are certain groups and occupations where the rate of separation is in excess of eight per cent. For example, the women in senior management group has a separation rate of 13.72 per cent.

Losing skills and knowledge puts at risk the organization's capacity to ensure continuity in programs and services to the public.

Measurement Results

Retention rate of new employees

This measure shows the rate at which the public service is able to retain new permanent full-time employees over a four-year period. A new employee is a new hire with no previous government experience, or one that has had a break in service of over 180 days.

Managers and management practices have a high degree of influence on this measure but other factors also play a role, such as employees' desire for different employment experiences or opportunities, as well as family and personal reasons.

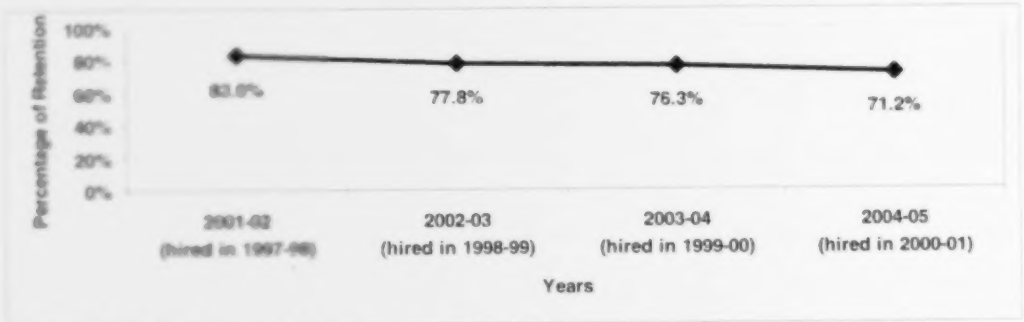
Trends

This trend is an area of concern for the public service. The public service needs to improve the retention rate of new hires. There were 125 new hires to permanent full-time positions into the public service in 2001-02, with 71.2 per cent (89/125) still employed with the public service in 2004-05.

In 2005-06, the public service will consider avenues such as exit interviews to identify reasons why new employees are leaving the public service.

Risks

The public service doesn't have adequate government-wide processes to identify why new employees leave. This lack of information makes establishing strategies to retain new employees more challenging.



Source: PSC Human Resource Information System, March 2005

Objective 2 - Continuity of knowledge and skills in key positions

Public service demographics pose a significant challenge, as an increase in retirements is anticipated for the next decade, peaking from 2011 to 2016. In addition, the number of employees eligible to retire in management and senior technical positions will continue to increase in the next few years. The public service expects 49 per cent of managerial employees in the areas of finance, economic analysis, education and economic policy, senior management and law will retire by 2010.

Retaining and sharing knowledge and expertise requires effective succession management.

The Commission is in the process of implementing an executive succession program, and continues to consult with and provide advice to departments. Stronger central leadership is needed for this key objective, as departments are making limited progress.

Key Actions - Results

Public Service Commission

Oversee the implementation of the government-wide Succession Management Framework

- Continued supporting departments by providing advice and expertise in identifying key positions.
- Continued to facilitate meetings of the cross-departmental Succession Management Network, to exchange information on succession.

Research knowledge management and develop strategies for government-wide needs

- This key action was not completed in 2004-05 as a result of other priorities within the Commission.

Develop and implement an executive succession program

- Conducted interviews with all Deputy Ministers to determine executive succession needs; conducted a voluntary survey of all employees in positions classified as management level 10 and above to determine career interests.

Departments

Implement the government-wide Succession Management Framework

- Identify, develop and implement succession plans for identified key positions
  - Eight out of 17 departments have developed succession plans for key positions. Four out of the eight departments have implemented succession programs to assist in building employee capabilities for key positions.

Departments continue to face challenges in meeting the expectations of the Commission on this key action. As a result, the Commission is actively consulting with departments to ensure future progress is made on succession management.

Measurement Results

Percentage of identified key positions hiring internal succession candidates

This measures the effectiveness of succession management in the public service. The human resource function plays a significant role in leading the development of succession planning initiatives, and management influences implementation.

Trends

This is the first year the CHRP is reporting on this measure.

Five per cent of internal key positions hired internal succession candidates in 2004-05.

Source: Departmental Year End Reports, March 2005

Risks

If departments are not hiring internal succession candidates for identified key positions, the Commission needs to evaluate the commitment and effectiveness of succession planning within the Saskatchewan public service.

The data for this measure is difficult to collect. The Commission will be investigating a more meaningful measure in 2005-06.

Goal 2 - The Saskatchewan public service has a healthy, productive, and collaborative work environment

Objective 1 - Increased leadership and management capabilities

Increasing numbers of retirements over the next decade will have an impact on senior and middle managers and will result in leadership continuity challenges. Since approximately 85 per cent of management positions are filled from within the public service, it is critical to develop current employees to fill the gap when managers retire.

The 2003 Employee Survey identified the need to improve management and supervisory skills in public service employees. In keeping with the changing nature of work, management competencies are also evolving. It is critical to support new roles and responsibilities of managers based on these competencies.

The Commission and departments continue to face challenges in creating a comprehensive array of development initiatives such as leadership training, job rotations, and special assignments.

Key Actions - Results

Public Service Commission

Develop and implement strategies to address the challenges of recruitment, retention and development of senior management (Also refer to Objective 1.2, Key Action - develop and implement an executive succession program and Objective 2.3, Key Action - develop and implement Planning for Success in conjunction with redesigning the classification and compensation plan for out-of-scope employees.)

Investigate the establishment of the Saskatchewan Leadership Centre for Management development

- This initiative is being considered in conjunction with Crown Investments Corporation (CIC) and the U of R.

Identify learning needs for senior managers and coordinate the delivery of learning initiatives that address government-wide training needs, performance management, management/supervisory training.

- Established an interdepartmental working group to provide training in areas of common need using existing internal resources.

- Identified learning needs required for managers and supervisors in the areas of front-line management skills, managing change, diversity and personal effectiveness. In response to these needs, the Commission and departments developed and implemented a one-day workshop on coaching skills for front-line managers and supervisors.

Departments

Continue to ensure learning and development plans are in place for all managers through the implementation of Planning for Success, the redesigned performance management system for out-of-scope employees

- Departments are in the process of implementing Planning for Success which is an integral component in establishing learning and development plans for managers.

Departments are meeting the expectation of the Commission (departments are not required to fully implement Planning for Success until April 2005).

Implement initiatives to address the needs identified through managers' learning and development plans

- Departments are in the process of identifying learning and development needs of managers as they fully implement Planning for Success. Identified training needs include leadership, conflict resolution, project management, skills for effective supervision, coaching and respectful workplace training.

Departments are progressing well to meet this key action (departments are not required to fully implement Planning for Success until April 2005).

Measurement Results

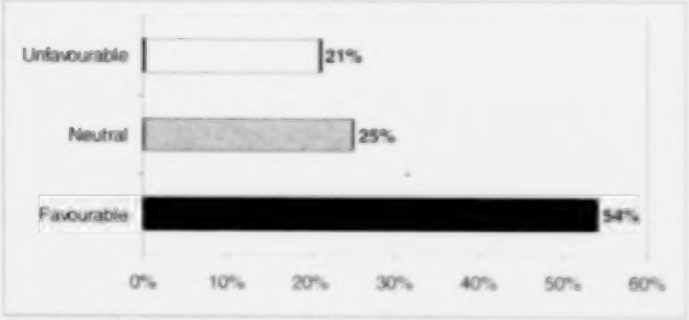
Percentage of employees who feel their direct supervisor is effective

This measures an employee's perception of his or her supervisor's leadership and management capabilities. It also identifies the impact of learning and development provided to supervisors. Managers have a high level of influence on this measure.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by Hay Group.

Trends

The public service is one per cent above the 2003 public sector norm in the Hay Group Survey Data Bank.



Source: 2003 Government-wide Employee Survey

Risks

If employees are not satisfied with their direct supervisors there is a greater risk of them leaving the organization.

Objective 2 - Constructive and co-operative employee relations

The public service wishes to maintain a positive relationship with its employees and their unions. A healthy relationship among management, public service employees and public service unions will contribute to a positive work environment.
In 2004-05 the Commission negotiated collective bargaining agreements with the SGEU and the CUPE and continued to work collaboratively with them in creating a healthy work environment. Departments continue to meet the expectations of the Commission in maintaining positive, constructive and co-operative employee relations.

Key Actions - Results

Public Service Commission

Build capacity to develop and maintain collaborative relationships with employees and their collective bargaining agents

- Provide leadership and training to Union/Management Committees (UMCs)
  - ~ Recruited a new Central Union/Management Committee Staffing Liaison.

- Pursue amendments to cooperative/ collaborative processes resulting from the Central Union/Management Committee's (CUMC) direction and/or as the result of collective bargaining (as a follow-up on UMC Survey Results)
  - ~ Re-established Central Union/Management Committee meetings following conclusion of bargaining.

- Negotiate and implement collective bargaining agreements, amendments and revisions
  - ~ Negotiated collective bargaining agreements with SGEU and CUPE, as well as on behalf of three external agencies (Information Service Corporation, Cafeteria Board and Legal Aid).
  - ~ Facilitated the transition of the Saskatchewan Property Management Corporation from a Treasury Board Crown to becoming a department with the Saskatchewan public service.

Departments

Continue regular meetings of the departmental Union/Management Committee

- The majority of departments (15/17) have active Union/Management Committees.

Departments are meeting the expectations of the Commission. The Commission continues to work collaboratively with departments to ensure their Union/Management Committees work effectively.

Build capacity to develop and maintain collaborative and effective relationships with employees and their collective bargaining agents

- Implement recommendations arising from the Union Management Committee Review
  - ~ No progress was made on this key action, as CUMC and other collaborative initiatives were on hold while collective bargaining was in progress during 2004-05.

- Implement collective bargaining agreement amendments and revisions
  - ~ Departments are in the process of implementing collective bargaining agreement amendments and revisions.

Measurement Resul

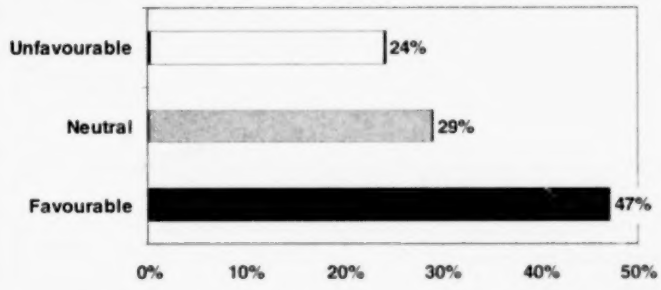
Percentage of employees who feel mechanisms exist to deal with their concerns

This measures the organization's effectiveness at resolving issues and conflicts in the workplace. Methods to deal with conflict and/or employee issues contribute to positive employee relations. The human resource function plays a significant role through the establishment of systems and processes for dealing with employee concerns. Managers play a large role in educating employees about these processes.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by Hay Group.

Trends

The public service is three per cent above the 2003 public sector norm in the Hay Group Survey Data Bank.



Source: 2003 Government-wide Employee Survey

Risks

Research indicates that employees want to feel they can communicate with their supervisors. If employees do not feel they have this opportunity, morale may deteriorate.

Work priorities and operational demands can result in managers and supervisors overlooking employee related issues.

The organization needs to continually educate managers in their role in managing employees.

Objective 3 - Enhanced support for learning, effective employee performance, accountability and organizational health

With our demographic challenges and fiscal restraint it is important to ensure we have the right people in the right jobs at the right time to achieve effective organizational performance. Therefore, employee learning, development and accountability will be critical to our success.

Initiatives undertaken in 2004-05 furthered efforts to increase employee performance and accountability. The Commission developed the classification portion of the new out-of-scope classification and compensation plan. Departments continued to implement Planning for Success and educate employees on the importance of privacy of information.

The Commission and departments will have to focus efforts through implementation of Planning for Success to ensure employees have learning and development plans in place. The Commission secured additional funding for learning and development in the 2005-06 budget.

Key Actions - Results

Public Service Commission

Develop and implement a redesigned performance management system (Planning for Success) in conjunction with redesigning the classification and compensation plan for out-of-scope employees.

- Implemented improvements to Planning for Success based on recommendations from the pilot evaluation; delivered five train-the-trainer sessions for departments.

The Commission continues to work with departments to address implementation issues related to cultural change, rating scales, learning plans and competencies.

- Finalized the rating scale and pay grades for the classification and compensation plan for out-of-scope employees. An appeals process for classification has been developed and approved by the Public Service Commissioners. The implementation plan is pending approval in 2005-06.

Implement the approved recommendations from the Learning and Development Report (2003)

- Established an interdepartmental working group to provide training in areas of common need using existing internal resources.

- Developed and implemented an online Learning Centre (www.gov.sk.ca/psc/learning) to leverage internal training capacity and increase learning and development opportunities for employees. The website includes guidelines for preparing learning plans, training opportunities for government employees, online learning resources, and other learning resources and libraries.

Maintain and monitor the online training for privacy of information

- Developed a CD version of privacy training for use by employees with limited Internet access.

Monitor programs and policies, including employee recognition, work/life balance and anti-harassment

- Developed and launched a user-friendly, printable version of the online Human Resource Manual.

- Updated policies to reflect changes resulting from the new SGEU collective bargaining agreement, created policies related to maternity leave and relocation for the Aboriginal Management and Professional Internship Program, revised the long service recognition policy, and developed an adverse weather policy.

- Implemented the government-wide flu immunization program, including the development of a corporate policy, an interdepartmental planning team, vendor procurement and clinic scheduling. Over 1,500 or about 14 per cent of employees received vaccinations through the program.

- Developed and launched a Recognition Toolkit for use by departments for their recognition programs (www.recognition.gov.sk.ca).

Departments

Continue staged implementation of the redesigned performance management system (Planning for Success) and the classification and compensation plan for out-of-scope employees

- Departments are scheduled to complete the implementation of Planning for Success by April 2005.

Departments are meeting the expectations of the Commission.

Maintain and monitor the employee recognition program, work/life balance and anti-harassment policies

- All departments have or are in the process of implementing recognition programs and continue to promote work/life balance and anti harassment policies. Some departments are revising their recognition programs to better suit the needs of the individual department.

Departments have met the expectations of Commission on this key action.

Ensure employees have learning and development plans

- Departments are in the process of implementing Planning for Success, which applies to out-of-scope employees. A number of departments have implemented learning strategies and/or processes to ensure all (in-scope and out-of-scope) employees have learning and development plans.

Departments are not meeting the expectations of the Commission, as only 17 per cent of all employees have learning plans. The Commission and departments need to work with managers and supervisors to ensure employees have learning and development plans.

Provide information and support to managers and employees on the policies and practices that support a safe and healthy work environment (for example: respectful workplace training, work/life balance, anti-harassment, and Occupational Health and Safety policies)

- The majority of departments have active Occupational Health and Safety (OH&S) Committees that deliver training and review policies and processes affected by OH&S. Departments continue to communicate OH&S policies via e-mail, department websites/intranet sites and/or employee orientation.

Departments have met the expectations of the Commission on this key action.

Ensure all employees have access to information and are aware of the applicable legislation and policies of the privacy of personal information

- All departments have implemented initiatives to communicate and educate employees on the importance of privacy of information, including:
  - ~ establishing privacy committees and/or officers within the department;
  - ~ developing department specific training;
  - ~ creating checklists and consent forms to guide the collection and processing of data internally and externally;
  - ~ developing Intranet sites that link to the government-wide privacy site;
  - ~ conducting privacy awareness sessions with managers and employees; and
  - ~ developing department specific policies that are congruent with the privacy framework.

Departments are meeting the expectations of the Commission on this key action.

Measurement Results

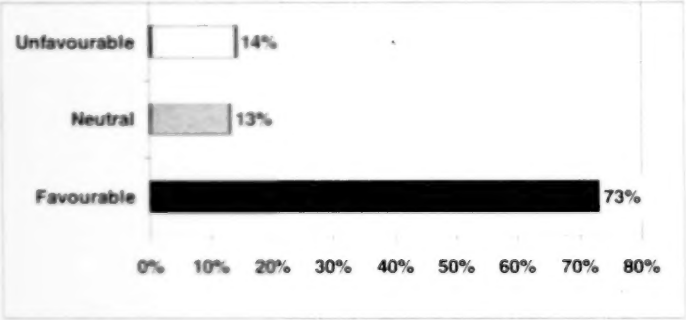
Percentage of employees who feel able to access and use work/life balance policies

This measures an employee's view of the level of organizational support for work/life balance. Management must support and provide opportunities for employees to access and use work/life balance policies, and also balance the operational activities and needs of the employer.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by Hay Group.

Trends

There are no norms within the Hay Group's Survey Data Bank for this measure, however the Commission is pleased with the overall trend.



Source: 2003 Government-wide Employee Survey

Risks

There are no apparent risks associated with this measure.

Over the past five years, the Commission and departments have promoted work/life balance to employees in the Saskatchewan public service, and will continue to do so.

Measurement Results

Percentage of employees who feel supported in their performance

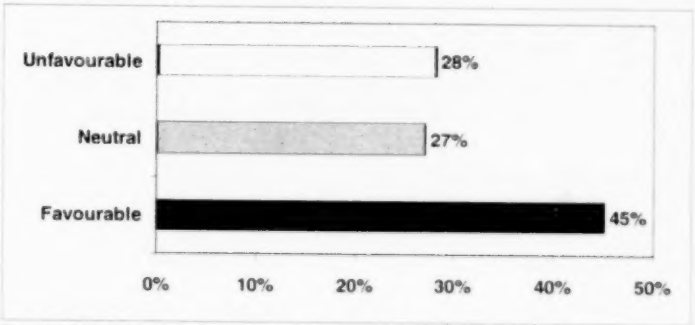
This measures the extent of ongoing guidance and coaching for employees to successfully fulfill their roles. Human resource branches support managers, who in turn support employees. Therefore, managers and human resource staff share a high level of influence on this measure.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by Hay Group.

Trends

The public service is one per cent below the 2003 public sector norm within the Hay Group Survey Data Bank.

In 2004-05, the Commission and departments partnered to develop a Coaching Workshop for managers and supervisors to improve this result.



Source: 2003 Government-wide Employee Survey

Risks

If employees do not feel supported in their performance, there is a greater risk that morale will deteriorate.

Measurement Results

Percentage of employees who understand the relationship of their job to department goals

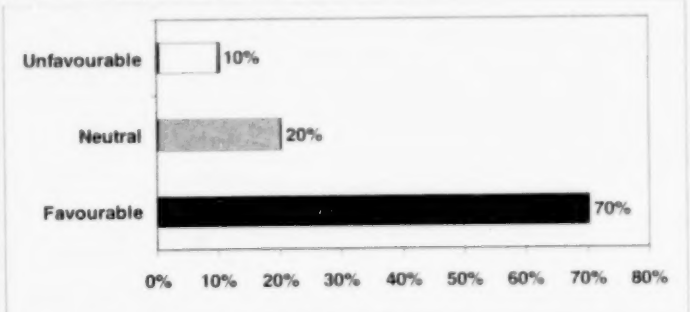
This measures employees' understanding of the link between department strategic goals and the role employees play in achieving these goals. Managers have a high level of influence on ensuring the employees have access to information and are aware of departmental goals and how they link to individual work units. Employees also have a responsibility to ensure they understand the link between departmental and individual goals.

This measure has a direct correlation to the effectiveness of manager and supervisor communication with their employees. Effective communication is essential to building an effective organization.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by Hay Group.

Trends

The public service is on par with the 2003 public sector norm within the Hay Group Survey Data Bank.



Source: 2003 Government-wide Employee Survey

Risks

If employees do not understand the relationship of their job to department goals, there is a greater risk that they do not have a sense of direction in their job, which in turn may cause morale to deteriorate.

Objective 4 - Improved effectiveness and efficiency of human resource management systems, practices and processes

This objective highlights the importance of having effective and efficient systems and processes underlying the human resource function, and of creating understanding and awareness of roles and responsibilities regarding human resource management. There is an increasing demand for timely and accurate human resource management information, which requires effective use of technology and flexibility of process.

The Commission and departments continue to make progress on this objective. Further continuous improvement of systems and policies and practices in human resource management are critical to keep the work of the public service effective in the face of continuous change.

Key Actions - Results

Public Service Commission

Implement the approved recommendations from the HR Services Review

- Established a project team in January, 2005, to take the lead in designing and developing an implementation plan for a new Human Resource Shared Services delivery model.

Monitor and evaluate human resource functions to ensure department compliance with policies and standards, beginning with staffing and classification

- Conducted audits on 489 term and permanent part-time appointment actions to ensure proper adherence to the staffing process, including completion of all documentation. In addition, a draft classification audit plan was completed.

Continue development of MIDAS HR - Phase 3 (Base HR)

- Completed the fit-gap analysis phase, and commenced building and designing the system which will continue until June 2005.
  - ~ Completed functional specifications for critical system components. Technical development is proceeding as planned.
  - ~ Incorporated several new system enhancements, including manager notification, additional reporting functionality, and a new module for leave and attendance.
- Conducted workshops and demonstrated the system to human resource and payroll employees from departments. In total, 152 employees attended the sessions.
- Completed the conceptual design for the legacy data system.

Improve HR information consistency and accuracy, to support management decision making

- Continued to work with departments and internal operations (e.g., Compensation and HR planning) to redesign statistical reports to meet corporate human resource reporting and management needs.

Implement actions to address the government-wide needs and issues identified through the 2003 Employee Survey by providing support to departments

- Established an interdepartmental committee to address government-wide areas of concern. A plan of action was integrated into the 2005-06 Corporate Human Resource Plan.
- Provided process direction, consulting and facilitation support to assist departments to complete follow-up analysis and action planning related to priority issues within their organizations.

Departments

Implement the approved recommendations from the HR Services Review

- No progress was made on this key action by departments, as the Commission is in the process of designing a new Human Resource Shared Service delivery model and implementation plan, and therefore work outside of designing this model is currently on hold. Departments continue to provide feedback to the Commission on the design of the new Human Resource Shared Service delivery model.

Implement the recommendations from the staffing and classification compliance reports

- Departments have implemented a number of initiatives to address staffing compliance report recommendations. For example, departments have:
  - ~ implemented and/or revised the staffing checklist;
  - ~ communicated information to managers on the findings of the staffing audit;
  - ~ developed education packages for managers on the staffing process; and
  - ~ implemented processes to review and verify the staffing process.

Departments are meeting the expectations of the Commission in implementing initiatives to address the issues identified from the staffing compliance reports. As further audits are completed the Commission will determine whether departments are fully meeting expectations.

Continue implementation of MIDAS HR - Phase 3 (Base HR)

- All departments continue to support the development of the MIDAS HR through their ongoing involvement and are meeting the expectations of the Commission.

Implement actions to address department needs and issues identified through the 2003 Employee Survey

- The majority of departments have implemented, or are in the process of implementing, a number of initiatives to address their needs and issues identified through the 2003 Employee Survey, including:
  - ~ increasing communication to employees from senior management;
  - ~ developing and implementing training, including workshops and seminars on leadership, diffusing hostility, work/life balance, and creating and maintaining a respectful workplace;
  - ~ establishing action committees at the branch level to work through the concerns and issues identified by the survey; and
  - ~ developing a manager's tool kit to assist managers with the communication of the results and ongoing initiatives.

Departments are meeting the expectations of the Commission in implementing actions from the 2003 Employee Survey.

Measurement Results

Percentage of human resource expense to overall operating budget

This measure indicates the percentage of Government's operating expense attributed to the cost of operating the human resource function. Human resource expenditures include salary and benefits costs of the standard human resource functions, facility costs, equipment and communications expense, and external costs to deliver human resource functions. The total operating budget is the total operating expenditures of the Saskatchewan public service minus third-party transfers. Management and human resources have a high influence on this measure.

Trends

The public service is on par with the 2003 public sector norm within the Hay Group Survey Data Bank.

The average percentage of human resource function expense is 1.25 per cent government-wide. The percentage has stayed constant since 2001-02. This is a good average, and is on par with other public sector organizations.

Source: Public Accounts for Year Ended March 2005

Risks

The percentage of human resource expense to overall operating budget must be sustained at a level that ensures the organization is able to meet its goals and objectives.

Measurement Results

Time to fill a permanent full-time vacant position

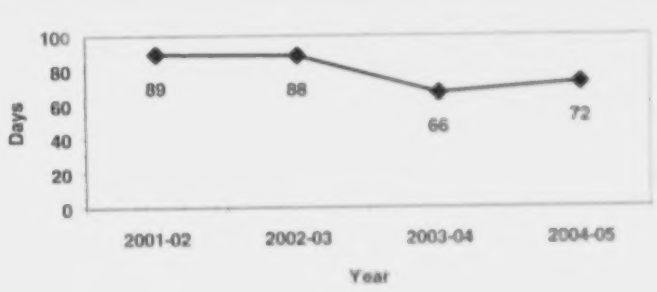
This measures the average number of calendar days it takes to fill a permanent full-time vacant position. The time is defined as the total time elapsed from the date a job competition is received within the Staffing Services Branch until the staffing process has been completed.

The time for the staffing process to take place is directly affected by a number of provisions in the PS/GE Collective Bargaining Agreement, Commission and department processes, quality of applicants, and the availability of participants' time.

The results for this measure are obtained from two data sources: PSC TRACCOMP 2001-02 (a competition tracking system formerly used to use to track stages of competitions) and the online Career Centre 2002-03 to 2004-05. The online Career Centre is fully utilized by all departments for permanent full-time staffing.

Trends

This trend continues to fluctuate as a result of demands on the system.



Source: PSC TRACCOMP and online Career Centre

Risks

As indicated by recent trends, the organization may be moving into a skills shortage in the coming decade. The time it takes to staff a position may become an issue if other organizations can recruit candidates faster.

Measurement Results

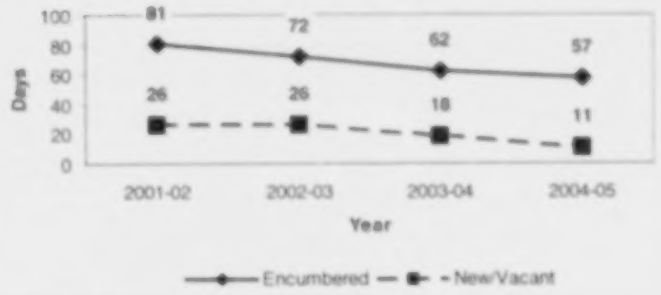
Time to complete a classification

This measures the average number of calendar days it takes to complete classifications for encumbered and new/vacant positions. The time is measured from the date a classification action is received to the date the review is completed, minus time elapsed for files put on hold by the department for various reasons.

The time to complete a classification is directly influenced by the availability of participants' time in the process, as well as by Commission processes.

Trends

This trend has continually improved over the past four years.



Source: PSC Classification Tracking System

Risks

As indicated by recent trends, the organization may be moving into a skills shortage in the coming decade. The time it takes to staff a position may become an issue if other organizations can recruit candidates faster.

Measurement Results

Percentage of employees who are satisfied with the overall effectiveness of the systems, practices and processes of human resource management

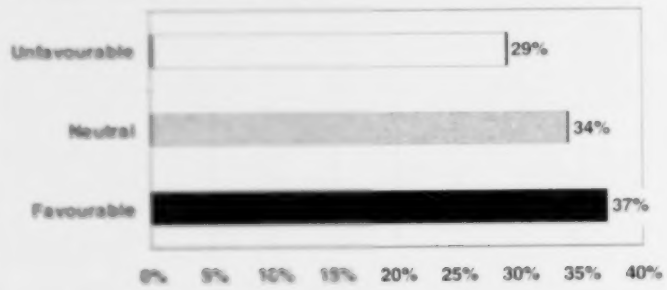
This measures employee satisfaction with systems, practices and processes of human resource management. The human resource function in both the Commission and departments has a high level of influence in establishing human resource management practices. However, all managers in the public service influence this measure through the use of human resource policies, practices and processes in managing employees.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by Hay Group.

Trends

There are no norms within the Hay Group Survey Data Bank.

Currently this measure is too broad. Further clarification will be determined for the next survey.



Source: PSC Classification Tracking System

Risks

The Commission and departments need to continually improve stakeholder satisfaction with human resource systems, practices and processes in order to assist the organization in achieving its goals.

Goal 3 - The Saskatchewan public service has a diverse workforce

Objective 1 - An increasingly representative workforce at all levels of the organization

There is a compelling business case for organizations to achieve a representative workforce. Increasing the representation of employment equity groups allows the public service to better reflect the population of the province.

Benefits of a diverse workforce include:

- greater creativity and innovation;
- greater understanding of cultural issues;
- greater ability to relate to clients; and
- greater diversity of approaches and opinions.

Overall, the Commission and departments continue to face challenges in developing effective diversity initiatives. The Commission recognizes the need for stronger central leadership to ensure diversity goals are met.

Key Actions - Results

Public Service Commission

Continue the Aboriginal Management and Professional Internship Program by hiring up to five interns

- Hired five new interns in September 2004. As well, five current interns began their last eight-month assignments in January 2005.

- Completed a review of the Aboriginal Management and Professional Internship Program and recommended a number of strategies to enhance the Aboriginal candidate pool for permanent full-time positions within the public service. Further to this, the majority of departments (14/17) have submitted job proposals or have interns employed within the department.

Continue the implementation of the Aboriginal Speakers Bureau (Pikiskwewak) by providing presentations on Staying in School to Grade 7 to 9 students that attend First Nations Band schools

- Conducted 14 presentations to approximately 250 students in Grades 7 to 9 in Regina, Saskatoon and Prince Albert. Presentations focused on the importance of staying in school, as well as considering careers available in the Saskatchewan public service.

Pursue amendments to the collective bargaining agreements which enhance employment opportunities for employment equity group employees; review and develop policies to ensure there are no hidden barriers for employment equity group members

- Drafted a Letter of Understanding between SGEU and the public service to establish clearer reporting structures, define clearer roles, and streamline processes for employment equity.

- Reviewed the collective bargaining agreement language and rehabilitation placement processes for adjudicated and non-adjudicated medical accommodation for employees and leave of absence provisions. Research and consultation with stakeholders and SGEU continues.

Implement recruitment initiatives to attract employment equity candidates

- Support the First Nation University of Canada's Co-op program:
  - Established a partnership with the U of R and the First Nations University of Canada to provide funding for 50 per cent of the co-op fees for up to 10 Aboriginal students when they secure a work term with in the public service. As of March 2005, one Aboriginal co-op student accessed the funding.

- Use the Career Centre inventory to search for employment equity candidates
  - Over 6,700 candidates with a career profile have self declared as designated group persons. There were 63 requests for employment equity candidates from the online Career Centre which resulted in 180 employment equity candidates being referred to departments for term and permanent part-time positions (for more information on departments using the Candidate Profiler to staff term and permanent part-time positions, please see Objective 1.1).

- Evaluate the pilot recruitment initiative for persons with disabilities and develop follow-up recommendation (Recruitment and Retention for Persons with Disabilities Initiatives)
  - Conducted 84 requests to search the online Career Centre inventory for profiles of persons with disabilities; 55 persons were referred to these opportunities. In total, 31 placements have occurred: two permanent full-time and 29 term placements. Assistance (e.g. employability assessment, links to services) was provided to 100 people.

  - Conducted 53 presentations to organizations and committees on the recruitment of persons with a disability. These organizations and committees included diversity committees, a vocational network, the CNIB, the Canadian Mental Health Association, the Regina Open Door Society and the Learning Disability Association.

  - Established a Workplace Rehabilitation Forum for human resource professionals and managers. The Forum will meet four to six times per year to discuss rehabilitation issues in the workplace and enhance learning and communication across departments and the Commission.

Advertise specific jobs and career information in employment equity group publications

- Continued to advertise employment equity positions on websites and in publications focused on reaching equity group members. Sixteen per cent of all permanent full-time and out-scope positions in the public service were designated employment equity or were posted as simultaneous opportunities. Twenty-two per cent of all permanent full-time employees hired, including those for which the positions were not designated or simultaneously posted, were employment equity candidates.

- Continued attendance at career fairs and conferences with an equity group focus, including fairs hosted by the Saskatchewan Visible Minority Employees' Association, the Aboriginal Government Employees' Network and the Métis Women Association.

Departments

Develop and implement annual workplace diversity plans as per Diversity Guidelines

- The majority of departments have diversity plans in place. Within these plans, some diversity initiatives include:
  - delivering diversity training through workshops such as the Aboriginal Cultural Awareness Program and Anti-Harassment training sessions;
  - participating in the Aboriginal Management and Professional Internship Program by hiring interns from the program;
  - establishing diversity sub-committees to explore potential options for the recruitment and retention of persons with disabilities, Aboriginal people and visible minorities;
  - educating managers on the need to include diversity planning as part of their human resource management strategies;
  - developing a diversity bulletin that provides current statistics, progress towards target goals and analysis of statistics;
  - holding specific events such as a Bannock Break for National Aboriginal Day to provide learning opportunities for employees;
  - communicating diversity initiatives through websites; and
  - continuing to use designation and simultaneous posting policies to increase diversity hiring.

Departments are not meeting the expectations of the Commission. The majority of departments are facing significant challenges in developing effective diversity initiatives. The Commission will continue to collaborate with departments to create effective diversity plans and strategies.

Measurement Results

Percentage of representation by employment equity group

This measure addresses attraction and retention of employment equity group members. Human resource staff provides guidance and advice to managers who then have a high level of influence on hiring and maintaining a representative workforce.

This measure is highly influenced by the availability of the labour supply within the represented groups.

Trends

The public service continues to make slow progress in diversity representation.

Risks

The public service is not representative of the population of Saskatchewan. The public service needs to increase its commitment and presence as an employer that supports diversity in order to attract and retain diversity candidates.

Diversity Representation By Employment Equity Group

	2002-03	2003-04	2004-05
Aboriginal persons	10.2%	10.5%	10.5%
Persons with disabilities	3.0%	3.1%	3.0%
Visible minorities persons	2.3%	2.4%	2.4%
Women in senior management	n/a	34%	35.9%
Women in middle mgmt. & other mgmt. positions	n/a	32.1%	33.6%

Source: PSC Human Resource Information System, March 2005

Measurement Results

Separation rates by employment equity group

This measure shows the percentage of permanent full-time employment equity group employees who leave the public service for any reason, voluntary or involuntary. Managers and management practices have a high level of influence on this measure but other factors (such as employees' desire for different employment experiences or opportunities, as well as family and personal reasons) also play a role.

Trends

The separation rate of Aboriginal persons and women in senior management is rising.

The public service must continue to build strategies to recruit and retain these groups.

Risks

It is imperative that the organization recruit and retain employment equity group members, as they are an essential part of our future labour force.

In order to recruit and retain members of employment equity groups, the public service must strive to offer a flexible, innovative, welcoming, and challenging work environment.

Separation Rate In Departments By Employment Equity Group

	2002-03	2003-04	2004-05
Aboriginal persons	5.7%	6.1%	8.4%
Persons with disabilities	9.3%	7.7%	7.4%
Visible minorities persons	6.1%	4.6%	5.5%
Women in senior management	n/a	7.7%	13.46%
Women in middle mgmt. & other mgmt. positions	n/a	5.0%	5.2%

Source: PSC Human Resource Information System, March 2005

Objective 2 - Increased attraction and retention of youth

It is critical to succession management and the ongoing delivery of services that the public service has a greater youth representation. As of March 31, 2005, only 4.3 per cent of permanent full-time employees and 10.5 per cent of all public service employees (permanent full-time, permanent part-time, term and labour service) were under the age of 30 (source: Human Resource Information System). The shortage of youth in the public service requires targeted recruitment initiatives.

The Commission and departments continue to attend career fairs throughout the province to increase our profile as an employer of choice for students and recent graduates in Saskatchewan. Departments continue to participate in the co-op, summer student, Centennial Student Employment Program and Aboriginal Management and Professional Internship Program. The Commission and departments must continue their efforts in strengthening representation of youth within the public service.

Key Actions - Results

Public Service Commission

Continue the development of the New Professionals' Network

- Developed and launched a New Professionals' Network website (www.gov.sk.ca/psc/network) to provide more information about networking and careers in the public service.

- Facilitated four learning and networking events for new professionals, in partnership with the Institute of Public Administration of Canada (IPAC).

Pursue amendments to the collective bargaining agreement to remove impediments and enhance youth employment in the public service

- Created an allowance in the PS/GE Collective Bargaining Agreement which enables students to gain seniority while they are employed within departments so they may better compete for in-scope positions.

Create and implement government-wide recruitment and marketing initiatives to attract and retain youth

- Compiled and distributed a portfolio of career information, website resources and student programs for all high schools in Saskatchewan.

- Developed promotional materials for an informational binder coordinated by the Aboriginal Employment Development Program, Department of First Nations and Métis Relations (formerly Government Relations and Aboriginal Affairs) that highlights and promotes careers in the public service.

Departments

Create and implement department-specific recruitment and marketing initiatives to attract youth

- Departments continue to participate in youth-focused recruitment programs including the Summer Student Program, the Centennial Student Employment Program, Aboriginal Management and Professional Internship Program and the co-op work term program.

- Departments continue to attend career fairs throughout the province, such as the U of R, U of S and First Nation Career Fairs.

Departments are facing challenges in recruiting youth into permanent full-time positions as the majority of positions require candidates to have seniority.

Measurement Results

Percentage of permanent full-time public service employees under 30 years of age

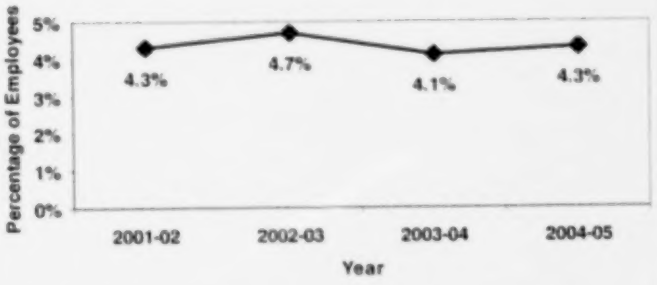
The level of youth representation is a reflection of the Government's ability to attract and retain youth in full-time, permanent jobs. Human resource staff provides guidance and advice to managers who in turn have a high level of influence on hiring and maintaining a representative workforce.

Trends

The percentage of youth within the public service has been stable at 4 per cent (325/7,673) over the past four years.

Historically, one barrier to recruiting youth has been their lack of seniority for in-scope positions. This means that if job cuts occur, those with the least seniority (quite often youth) will be displaced.

The new collective bargaining agreement signed in partnership with the Saskatchewan Government and General Employees' Union (SGEU) allows for summer students to gain seniority, which may help in maintaining the level of youth currently employed.



Source: PSC Human Resource Information System, March 2005

Risks

It is important that the organization ensure it strives to employ youth as to ensure the sustainability of government programs and services.

Measurement Results

Retention rate of youth (under age 30) within the Government

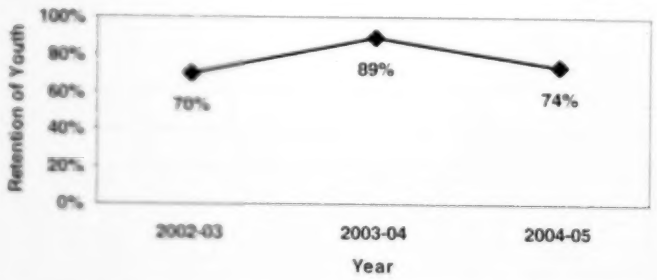
This measure shows the rate at which the public service is able to retain youth hires over a four-year period. The retention rate provides insight into the quality of human resource policies, practices, and processes, organizational culture, and leadership qualities within the public service. Managers and management practices have a high level of influence on this measure but other factors (such as employees' desire for different employment experiences or opportunities, as well as family and personal reasons) also play a role.

Trends

The trend in the retention of permanent employees under 30 is an area of concern for the Commission. There were 31 new hires to permanent full-time positions into the public service in 2001-02, with 74 per cent (23/31) still employed with the public service in 2004-05.

Historically, one barrier to retention of youth has been their lack of seniority for in-scope positions. This means that if job cuts occur, those with the least seniority (quite often youth) will be displaced.

The new collective bargaining agreement signed in partnership with the Saskatchewan Government and General Employees' Union (SGEU) allows for summer students to gain seniority, which may help in maintaining the level of youth currently employed.



Source: PSC Human Resource Information System, March 2005

Risks

It is imperative that the organization retains youth for their energy, innovation, and enthusiasm, and to ensure continuity in programs and service for the government of Saskatchewan.

In order to retain younger employees, the public service must strive to offer a flexible, innovative, welcoming, and challenging work environment.

Measurement Results

Percentage of youth hired within the public service

This measures the percentage of youth hired into permanent full-time positions within the public service for the year ending March 31, 2005. A new hire is defined as anyone who has no previous service with the public service or has had a break in service of 180 calendar days or greater.

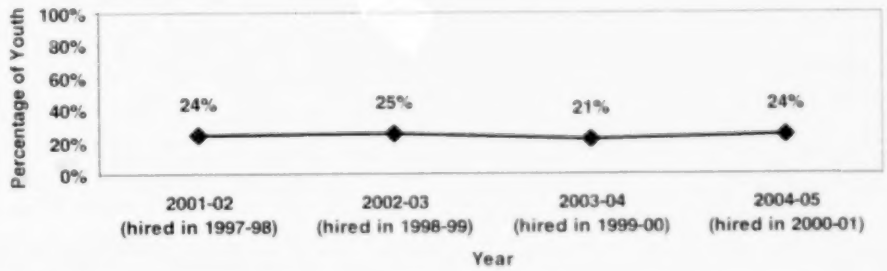
Trends

The percentage of youth hired in the public service remains stable. There were 150 new hires to permanent full-time positions into the public service in 2004-05, with 24 per cent (36/150) being youth.

The public service needs to improve this trend by continuing to take steps to ensure more youth are hired within the public service.

Risks

It is important that the organization ensure it increases the number of younger employees to prepare for future retirements.



Source: PSC Human Resource Information System, March 2005

Objective 3 - Improved organizational culture to support diversity

A work culture that supports diversity is critical to the retention of employees, particularly those from employment equity groups. The values, beliefs and behaviors of employees determine the culture of an organization. Employees who feel the workplace encourages and supports diversity will be more likely to remain in the public service.

The Commission and departments continue to work collaboratively with all stakeholder groups to build a culture that supports diversity. However, a more coordinated effort between the Commission and departments is required to ensure all departments work to build a culture that supports diversity.

Key Actions - Results

Public Service Commission

Identify corporate diversity learning needs from employee learning plans

- No progress was made on this key action. Identification of diversity learning needs will occur after the department-wide implementation of Planning for Success in 2005-06.

Departments

Deliver diversity training (i.e. Aboriginal Culture Awareness, Managing Diversity) to create a workplace culture that supports diversity

continued

- The majority of departments (11/17) have or are in the process of delivering diversity training to their employees. Training included delivery of workshops such as:
  - ~ Aboriginal Culture Awareness Program (ACAP)
  - ~ Aboriginal History, Demographics, and Culture
  - ~ Diversity in the Community and the Workplace
  - ~ Culture Awareness Training
  - ~ Respectful Workplace Training
  - ~ Anti-Discrimination Training
  - ~ Anti-Sexual-Harassment Training

The majority of departments are meeting the expectations of the Commission.

Ensure all employees are aware and have access to diversity educational materials

- All departments encourage employees to participate in the AGEN and SVMEA Conferences to build awareness of Aboriginal and visible minority issues.

  The majority of departments post diversity information on their departmental intranet sites. Some departments provide diversity information to employees through newsletters, e-mails or their employee orientation programs.

Departments are meeting the expectations of the Commission on this action.

Measurement Results

Percentage of employees who feel the organizational culture supports workplace diversity

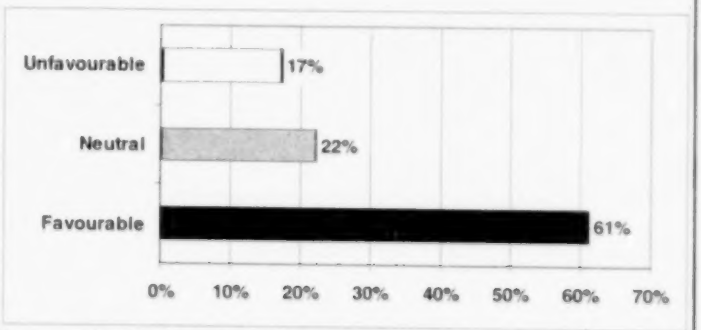
This is a measure of employees' perceptions of organizational support for diversity. Human resources provides educational materials and coaches managers on workplace diversity, which results in managers having a high level of influence on developing a culture that supports workplace diversity.

The results for this measure are drawn from the government-wide biennial survey of department employees which is conducted by the Hay Group.

Trends

The public service is four per cent above the 2003 public sector norm within the Hay Group Survey Data Bank.

Overall, the organization is encouraged by the trend and will continue to take steps to create a culture that supports workplace diversity.



Source: 2003 Government-wide Employee Survey

Risks

If the public service doesn't have a culture that supports diversity it will have difficulty in attracting and retaining diversity group members.

2004-05 Commission Financial Results

Summary of expenditures

The following table outlines information on actual and budgeted expenditures by subvote. Variance explanations are provided for all variances that are greater than $50,000.

Financial results are for the Commission only, and do not include other departments' human resource management-related expenditures.

Reported in thousands of dollars

Subvote/Subprogram	Original Estimate	Actual Expenditure	Variance Over/(Under)	
Administration				
Salaries	$1,055	$1,126	$70	1
Operating Expenses	375	272	(103)	2
Subtotal	$1,430	$1,398	(33)	
Accommodation and Central Services				
Operating Expenses	$735	$759	$24	
Human Resource Information Systems				
Salaries	$983	$908	(75)	3
Operating Expenses	267	303	$36	
Subtotal	$1,250	$1,211	(39)	
Employee Relations				
Salaries	$1,238	$1,172	(66)	4
Operating Expenses	279	185	(94)	5
Subtotal	$1,517	$1,357	(160)	
Aboriginal Management and Professional Internship Program				
Salaries	$593	$556	(37)	
Operating Expenses	30	37	7	
Subtotal	$623	$593	(30)	
Human Resource Development				
Salaries	$2,437	$2,586	$149	6
Operating Expenses	218	220	2	
Subtotal	$2,655	$2,806	$151	
TOTAL APPROPRIATION				
Salaries	**$6,306**	**$6,347**	**$ 41**	
Supplier & Other	**1,904**	**1,775**	**(129)**	
Payments	**$8,210**	**$8,122**	**$(88)**	
Capital Asset Amortization				
Land, Buildings and Improvements	31	31	0	
Office and Information Technology	100	110	0	
	141	141	0	
TOTAL EXPENSE	**$8,351**	**$8,263**	**$ (88)**	

Explanations for major variances:

1. Salary pressures and expenses associated with employee vacation/SDO liability.
2. Reduction in operating costs including information technology, office supplies, travel and communications related activities.
3. Planned vacancy management.
4. Planned vacancy management.
5. Program delivery activities postponed due to collective bargaining and a reduction in consulting services associated with implementation of the new out-of-scope classification plan and compensation and performance management system.
6. Additional resources were required to address workload issues in Staffing and Classification Services and to conduct a review of the delivery of human resource services across government.

Summary of FTEs

The Public Service Commission budgeted for 117.9 FTEs in 2004-05. The actual number of FTEs employed at the Commission was 111.7, a variance of 6.2. The variance was due to planned vacancy management or delays in filling vacancies.

Summary of Revenues

The Commission collects revenue relating to the provision of human resource services to external agencies.

A summary of the Commission's 2004-05 budgeted revenue compared to actual revenue is presented below. Variance explanations are provided for all variances that are greater than $50,000.

	Budget	Actual	Variance	
Other revenues				
- refunds – previous years expense	0	-181	181	1
- casual revenue	-5	-37	32	
Sub-total	-5	-218	213	
Sales, services and service fees				
- all other service fees	-35	-40	5	
Total	-40	-258	218	

Variance explanation (threshold $50K):

1. Increase in revenue due to clearing of accounts payable balance sheet transactions set up in previous years.

Where to Obtain Additional Information

The Commission is confident that this report provides useful information about accomplishments and future plans. If you have questions or comments, or would like additional copies of the report, we invite you to call: (306) 787-7592.

Or contact us:
Communications
Saskatchewan Public Service Commission
2100 Broad Street, Regina SK S4P 1Y5
www.gov.sk.ca/psc

Appendices

A. Commission Mandate and Governing Legislation

The Commission is the independent agency responsible for leading effective human resource management in government and representing the public interest in the administration of The Public Service Act, 1998.

The Commission is also responsible for the administration of The Public Service Regulations, 1999.

According to Section 3 of The Public Service Act, 1998, the purposes of the Act are:

- To maintain an independent and professional public service.
- To facilitate providing quality service to the public in a manner that is responsive to changing public requirements.
- To recruit employees to the public service, and to develop a qualified public service in a manner that fulfills the purposes of this Act.
- To strive to develop a public service that represents the diversity of the people of Saskatchewan.
- To promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Commission has general responsibility for the Commission, including responsibility for answering questions in the Legislative Assembly.

The Minister's legal authority is limited to giving direction to the Commission in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

Commissioners are appointed by the Lieutenant Governor in Council and are responsible for effectively carrying out the provisions of The Public Service Act, 1998.

Commissioners have all powers of commissioners appointed pursuant to The Public Inquiries Act, including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The Chair and other Commissioners have exclusive statutory duties respecting human resource matters laid out in the Act.

B. Public Service Commissioners

Ray Purdie

Lynn Archdekin

Roberta Burns

Ron Torgerson

Clare Isman

C. Commission Overview & Organizational Chart

The Commission has three divisions: Employee Relations, Human Resource Development and Corporate Services. It also has two functional units: the Workplace Diversity Unit and the Policy and Communications Unit.

Employee Relations
Employee Relations represents the employer in collective bargaining with its public service unions: Saskatchewan Government and General Employees' Union and Canadian Union of Public Employees Local 600.

The division also provides labour relations advice and consultation to management in support of program operations. It provides compensation research and advice and administers wage and salary services. This division is also responsible for the development of classification plans to evaluate all public service positions.

Human Resource Development
Human Resource Development provides recruitment and selection services for permanent full-time and student employment. These services include establishing job competencies and developing recruitment strategies. The division also evaluates and classifies public service jobs, and audits permanent part-time and term staffing actions conducted by departments.

The Employee and Family Assistance Program provides confidential counselling assistance regarding work-related and personal problems to government employees.

Human Resource Development also provides leadership and support in organizational development and human resource strategic planning.

Corporate Services
Corporate Services provides direction, guidance and support for internal operations. This includes the management of the Commission's human resources, financial services, information technology, security, procurement and facilities.

The division also operates two government-wide human resource information systems, maintains government-wide personnel records and administers seniority and vacation entitlements for government employees.

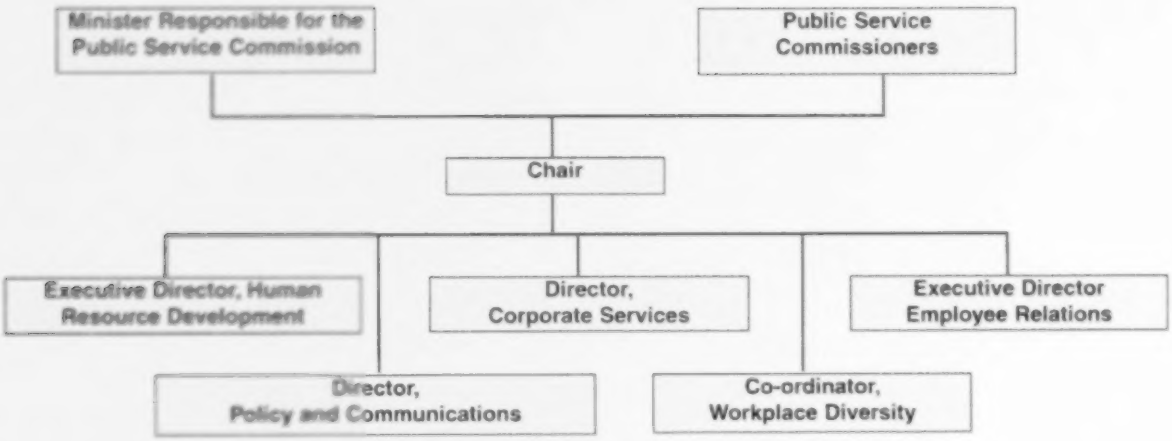
Workplace Diversity
Workplace Diversity is responsible for co-ordinating and supporting the Government of Saskatchewan in achieving a diverse workforce. The unit provides diversity planning, monitoring and advisory services to departments. The Aboriginal Management and Professional Internship Program also reports to this unit.

Policy and Communications
Policy is responsible for the development of strategic human resources policies for executive government. It monitors trends in human resource management and provides support and advice to the Minister's Office and to the Public Service Commissioners.

Communications provides strategic communications planning for initiatives and issues related to the PSC's activities and operations, and government-wide human resource and labour relations trends and issues.

Communications also manages the content and ongoing development of the PSC's public Internet site and in-house Intranet.

Organizational Chart



D. Additional Results

In addition to key results listed above, the Commission continues to have a significant operational workload, reflected in Objective 2.5, below.

Objective 2.5 - Responsive, client-centred PSC HR Operational Services

The Commission directly delivers recruitment and selection, learning and development, classification, compensation, labour relations, workplace diversity, human resource information systems, employee and family assistance, human resource planning, human resource policy, and organizational development to support departments in human resource management.

Key activities included:

Lead department-wide staffing and classification operations

- Filled 694 permanent full-time positions, from 32,337 applications, and authorized appointment for 142 temporary out-of-scope employees. The Commission also appointed 702 summer students and processed 6,859 student applications.
- Processed 1,382 classification reviews and conducted full classification reviews for all permanent in-scope positions at the Saskatchewan Property Management Corporation.

Provide Employee and Family Assistance Program counseling/referral services to the public service

- Provided support and professional assessment, counselling, and referral service to 786 employees, or about 7.43 per cent of the Saskatchewan public service workforce.

Provide organizational development and HR Planning consulting services to departments

- Completed 57 consulting engagements with 14 departments and three other government sector organizations. These engagements involved consultations and/or facilitation in areas such as change management, strategic planning, organizational design, issue resolution, performance management, learning and development, team building, and cultural change.

- Assisted the Provincial Auditor Office in auditing the Commission's processes for leading human resource planning across departments. The report indicated that the Commission has adequate processes in place to lead human resource planning across departments (see www.auditor.sk.ca Reports: 2005 Volume 1 Chapter 2).

Oversee and manage department-wide labour relations and provide compensation advisory services

- Resolved 214 grievances and 16 arbitrations (Note - the Labour Relations unit at the Commission is the primary contact for SGEU when they seek to resolve general issues as well as departmental issues).

- Developed and conducted a compensation survey related to the annual review of existing SGEU salary supplements and out-of-scope employee salaries.

- Completed costing analysis of the bargaining proposals brought forth by the SGEU and CUPE 600.

Operate and maintain the public service corporate human resource information systems

- Completed 1,499 seniority verification and 455 vacation entitlement requests for public service employees.

- Processed 41,618 Human Resource System transactions and 779,258 Internet Personal System transactions.

- Processed salary adjustments for the transition of Saskatchewan Property Management Corporation to become a department with the Saskatchewan public service.

Provide policy, research and communications consulting

- Designed and administered the second bi-annual Commission client survey, in which all out-of-scope employees were asked to provide feedback on the human resource programs and services.

- Developed communication strategies and materials for projects and programs such as the New Professionals' Network, the Masters of Public Administration Internship Program, SGEU Collective Bargaining, and student jobs.

- Developed and designed websites for a variety of projects and initiatives including the Learning Center, the New Professionals' Network and the Long-Service Recognition Program.

Measurement Results

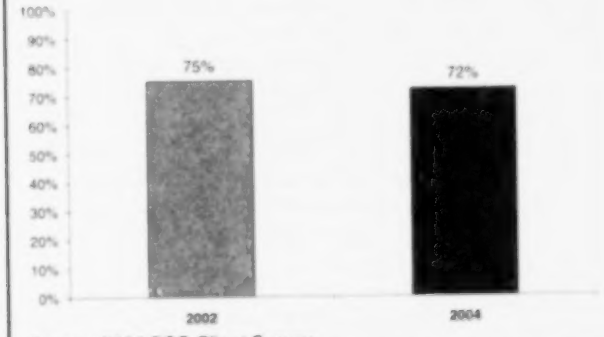
Percentage of management employees' satisfaction with PSC services

This measures management employees' satisfaction with the overall human resource services delivered by the Commission. The Commission has a moderate level of influence on this measure because some human resource practices and processes are dictated by articles and provisions within collective bargaining agreement.

The results for this measure are drawn from the Commission's biennial survey of out-of-scope employees which was conducted by Fast Consulting. The response rate for the survey was 41.8 per cent.

Trends

Overall, stakeholders, clients and management employees surveyed remain satisfied with the Commission services.



Source: 2004 PSC Client Survey

Risks

If the Commission is not meeting client needs, then clients may have barriers in meeting their goals and objectives.

E. Transferred or Excluded Positions, 2004-05

In accordance with the provisions of Section 31 of The Public Service Act, 1998, a list has been prepared of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the Act. During the 2004-2005 fiscal year, 33 positions were transferred or excluded, as follows:

Community Resources & Employment
Crown Counsel 2 1

Executive Council
P04 1
P05 3
M06 1
M07 1
P08 1
M09 2
M10 3
M11 1
SG4 1
SG6 1

Government Relations
P05 1
M06 1
SG3 1

Justice
Crown Counsel 1 3
Crown Counsel 2 1
Student-at-Law 8
SG4 1

Office of the Chief Electoral Officer
M05 1

Abbreviations
ML: Management Level
PL: Professional Level
SG: Management Support Group

F. Glossary of Terms

Arbitration: The hearing and determination of a dispute by an impartial referee agreed to by both parties (often used to settle disputes between labor and management).

Government-wide: This includes department employees that are appointed under the Public Service Act, 1998.

Grievance: A complaint about a (real or perceived) wrong by an employee or manager.

Legacy data system: The ability to access historical personnel information

HR function: All activities and actions developed and carried out by the Public Service Commission and departments that affect or relate to human resource activities, including actions such as hiring new employees, resolving workplace disputes, classifying new positions, or bargaining with a union. Also known as HR management.

HR Manual: A collection of policies relating to human resources. The Commission and departments use these policies as a basis to make decisions on everyday human resource activities.

HR Planning: Examining demographics, organizational issues and identifying human resource strategies to alleviate potential risks to the Saskatchewan public service.

HR Services Review: A review of the methods and governance structure of human resource operations in the Government of Saskatchewan.

HR Shared Services: An internal, client-service initiative developed to determine how human resource management and payroll/benefits administration services are best delivered to the organization.

MIDAS HR: A new computer system to be in effect by January 2006 that replaces the Government's central financial and human resources system. In this annual report, MIDAS refers to the human resources component of the system.

Simultaneous posting: Job opportunities may be posted simultaneously as designated (for employment equity groups) and non-designated.

Succession Management: A method of ensuring long-term success of the public service by developing talent of existing employees and recruiting new employees to best meet strategic and business goals and objectives.

Work fit: A job that appropriately challenges employees and allows them to apply their knowledge, skills and abilities.

Workplace rehabilitation: A strategy to maximize an individual's potential for return to their pre-injury physical, psychological, and vocational level.